

**From:** Granger Cobb ([REDACTED])  
**Sent:** Monday, July 15, 2013 3:35 PM  
**To:** Brenda Bacon ([REDACTED]); Pat Mulloy ([REDACTED]); Andy Smith; Mark Ohlendorf ([REDACTED]); Bill Pettit ([REDACTED]); Edward Kenny ([REDACTED]); Patricia G. Will ([REDACTED]); [REDACTED]; Randy Richardson ([REDACTED]); Loren B. Shook; Mark Ordan ([REDACTED]); Larry Cohen ([REDACTED]); Bruce Mackey ([REDACTED]); Stephanie Handelson ([REDACTED]); Dan Madsen ([REDACTED]); [REDACTED]; Dwayne Clark ([REDACTED]); Kai Hsiao; Tim Buchanan ([REDACTED]); Tiffany Tomasso; Jon Deluca ([REDACTED]); Marilyn Duker ([REDACTED])  
**Cc:** Karen Lucas; Mary Beth Dagg; Jayne Sallerson; Chris Hyatt  
**Subject:** Frontline Broadcast

As many of you are aware, Frontline will be airing a story on the assisted living industry on July 30. The title of the program is "Life and Death in Assisted Living." As the largest assisted living provider, Emeritus is going to be featured in the story; however, this is an attack on our entire senior living industry. We believe Frontline is using the isolated incidents in this story to promote stricter and more nationalized regulation for the industry and to suggest that for-profit corporations and caring for seniors are somehow incompatible.

In the hopes that we present a united front, I have attached materials that include key industry messages developed with input from experts at ALFA and ASHA as well as our own team. To ensure the public remains confident about residing in or having their loved ones reside in assisted living, it is critical that we present a consistent message.

Please take a moment to read the attached, modify as you see fit, and share with your teams as appropriate. We are trying to balance the need to prepare staff, without drawing more attention to the story than it might otherwise garner on its own. As an industry, we care for one of

the most fragile populations in society. We need to get our message across – that assisted living fills a consumer driven niche by creating a place where seniors can retain their independence, dignity, and quality of life, while having access to care and assistance as needed. We know that residents in assisted living communities have a satisfaction rate of greater than 90 percent. This is the message we need to be telling – that, as an industry, we care for more than 1 million seniors, providing them with the resources to lead purposeful, fulfilling lives and that we accomplish this with a very high degree of customer satisfaction.

I have received messages of support from many of you regarding this story, for which I am deeply appreciative. I am convinced that if we stand together, we can successfully counter the picture Frontline is trying to portray of our industry and tell the wonderful stories of compassion and nurturing our residents experience every single day.

If you have any questions or concerns about the Frontline story, I encourage you to contact me. Thanks for your support.

Granger

**Granger Cobb** – *President & CEO*

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